Outline of the Research Report

- Background of the study
- Statement of the problem
- Research Objectives
- Research Hypothesis
- Research Design & Methodology
- Empirical Results
- Conclusions and Recommendations

Introduction & Background

Service delivery by local municipal authorities has proven to be a significant problem in South Africa. Problems associated with service delivery have been highlighted by the widespread service delivery protests.

The South African Constitution (1996), in reference to the functions and roles of municipalities, highlights that municipalities must structure and manage their administration, budgeting, and planning processes in order to prioritise the basic needs of the community and to promote the social and economic development of the community.
Cont’

- Poor performance and corruption by the employees of municipalities has been established as one of the major problems in the efficient provision of basic services by municipalities;
- Nepotism and the deployment of ‘comrades’ to positions for which they are not qualified within local government structures (Burger, 2010).

Cont’

- The performance and conduct of municipal employees will thus need to be improved so as to improve the provision of basic services to the masses.
- Efficient municipalities would be those that have, in their employ, skilled and qualified managerial and non-managerial staff offering efficient and reliable essential services to the masses.

Statement of the Research Problem

- The problem of poor provision of basic services by local municipalities is complex. However, much of the blame has been solely directed at the performance and conduct of the employees and management of these municipalities, which has led to the poor provision of basic services to the communities.
- The problem lies in the context of how these employees’ skills, performance and conduct can be improved in order to improve service delivery. The improvement of employees’ skills and performance, through quality employee training and development, will lead to improved performance by municipal employees.
Research Objectives

- Investigate the relationship between the quality of employee training and development on service delivery in the selected municipality.

- Establish recommendations on the importance and use of quality employee training and development strategies and the benefits thereof in the efficient provision of essential basic services, within the selected municipality.

Research hypothesis

- Considering the statement of the problem, it is hypothesised that;
  - There is a relationship between the quality of employee training and development and the efficient and effective provision of services by local municipalities’ service departments.

Methodology

- A quantitative design was utilised.

- The sample consisted of 150 employees and 150 residents; attention was given to male and female employees and residents of the selected municipality.

- Stratified random sampling was used to select the sample through the organisation of the population into homogenous subsets.
The employees were sampled according to subgroups of different departments in the selected municipality offering services to the communities; focus of the study was on the departments of housing, water, roads, electricity and revenue management.

The residents of the selected municipality were sampled according to the subgroups of the areas of where they lived, an appropriate number was selected from each subgroup using stratified random sampling, participants were selected from the suburbs and towns of the selected municipality.

Information was elicited using questionnaires, the researcher utilised two questionnaires with structured questions; one for the employees of the selected municipality and one for the residents of the selected municipality.

Descriptive statistics was used to analyse demographic data while inferential statistics such as the Analysis of Variance (ANOVA) method was used to determining relations between concepts and variables.

A pilot study was deemed necessary to ensure operational administration, validity and reliability of the questionnaire.

Cronbach's alpha coefficient was computed to assess internal consistency.

Results from the reliability test indicated high levels of reliability and validity in all sections of both the questionnaires.
Empirical Results

An Analysis of Variance (ANOVA) report was used to determine the perceptions of residents and employees of a selected municipality.

An Alpha level of 0.05 was set to test if there was a significant difference between the mean scores of respondents. When the p-value is less than 0.05 the mean groups are said to be statistically different.

Cont’

ANOVA was used to test the differences in employee perceptions regarding the adequacy of employee training and development needs, strategies, implementation and evaluation systems.

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<th>Housing Division</th>
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Table 2: Residents Analysis of Variance report - One way Anova (general service deliverance issues)

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Table 3: Residents Analysis of Variance report - One way Anova (service delivery issues in specific departments)

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Discussion of results

- The discussion of results will focus on the subjects of evaluation in the study;

- Employee perceptions on the adequacy of employee training needs, strategies, implementation and evaluation of the training and development programmes employed by the municipality.
The perceptions of residents with regard to service deliverance issues in the selected municipality.

The relationship between the quality of employee training and development, and service delivery.

The results of the findings concur that quality employee training and development programmes are significant for improved employee performance in organisations. It is believed that this, consequently, leads to the improved provision of services to clients.

Findings from this research study point out that improved, efficient and effective service deliverance, by municipal employees, can be achieved if they are trained and developed in programmes of a high standard and which are administered by facilitators who produce work of a high standard.

These improvements are sustained when employee performance is constantly managed and evaluated.

Findings of this study concur with Wachira’s (2010) findings that, Public Service Reforms in Africa should start to emphasise obligatory and periodic in-service training as part of a strategy to improve Public Service delivery.

She also recommends that quality employee training and development should be accepted as a prerequisite for improving efficiency in employee performance. “Wachira (2010)”
The majority of employees of the selected municipality highlighted that the facilitators of their employee training and development programmes were highly qualified; thus improved service provision, if employees are trained and developed by suitably qualified facilitators.

The majority of employees investigated, (53.33%), were of the view that employee training and development programmes in the municipality were of a high standard whilst (14.44%) disagreed.

The quality of an organisation’s training affects its value; untrained or poorly trained employees cost significantly more to support than well-trained employees do. Ekot (2010)

Findings from this study also reveal the importance of transfer of and access to information in organisations; this will largely determine an employee’s behavior in the organization.

Importance of employees being aware of their training needs and the set objectives of an organisation’s employee training and development, in order to improve their performance.

This helps employees performance because they are just not trained and developed but are, more specifically, trained and developed in line with their training needs and the organisation’s objectives.
Cont’
• Perceptions of resident’s perceptions on issues of service delivery in the selected municipality
  Residents from different residential areas in the selected municipality have different perceptions regarding issues of service delivery in the municipality.

Cont’
• The results from the study reveal that levels of agreement, regarding the efficiency and effectiveness of service delivery issues, differed according to areas of residence.

Cont’
• Relationship between the quality of employee training and development on service deliverance
  Quality employee training and development that can be achieved from quality programmes and highly qualified facilitators.
  Organisations are realising the very real value of having high quality and focused training available to their employees.
  Heeter (2006)
In order to impart a competitive advantage, training has to involve more than just basic skills development. Muhammad (2010)

Highly trained employees will also have a sense of control over their careers due to the opportunity to sharpen old skills and learn new skills. Heeter's (2006)

**Conclusion and managerial Implications**

- The conclusions drawn from the findings should address both significant samples of the study i.e. the employees and the residents of the selected municipality.
- Most organisations value the implementation of quality employee training and development as this leads to an improvement in employee performance.
- There are important factors and attributes that influence and affect employee training and development in organisations;
- Those factors would have to be considered if employee training and development is to be successful in any organisation.

The conclusions, drawn from the findings related to the residents of the selected municipality, indicated that;
- The residents or community in any residential area significantly influenced the efficiency and effectiveness of service delivery by the local government authority in their areas of residences.
- The majorities of the residents, from the communities focused on in this study, are not entirely satisfied with the provision of basic services, by the local authorities, and feel that greater effort should be made to improve the efficiency and effectiveness of the provision of services.
Recommendations

- Recommendations to the selected municipality management
  - In order to improve employee training and development in the municipality, and improved performance and service delivery, management should increase the number of employees taking part in training and development.

Cont’

- Access to and transfer of information on employee training and development programmes can be improved by the responsible authorities, within the municipality. Employees can only take part in employee training and development programmes when they have access to information about them.

Cont’

- Recommendations to the residents of the selected municipality
  - The residents can make use of the suggestion boxes in municipal buildings to communicate their concerns with the municipality; this will increase the municipality’s awareness of the service delivery problems encountered by its residents.
Residents could also invite municipal management to the community forums held in their respective residential areas. The forums are the meetings in which discussions on the service delivery problems take place, and will benefit from the contribution and acknowledgement of municipal management.

Limitations

Financial and time constraints made it impossible for the researcher to carry out the research in all the municipal departments and in all the residential areas of the municipality.

Empirically, a large sample size would have provided a more stringent research design, thus allowing the results to be more generalised.

Directions for future Research

The study only focused on specific residential areas of the selected municipality, and specific service deliverance departments in the municipality, future studies of this kind could include the greater residential areas of the municipality and more service departments.
A qualitative approach to studies of this nature can be followed fruitfully, and future studies would profit from the use of additional measures to cross-validate findings which influence residents’ and employees’ perceptions of service delivery and employee training and development programmes, respectively.

Concluding Remarks

This study provided some useful insights into the attributes that can be used in quality employee training and development to improve service delivery.

Presented conclusions derived from the findings of the study presented recommendations as to how quality employee training and development can be improved in order to improve service delivery.

It can be concluded that quality employee training and development can lead to improved employee performance, and thus lead to improved service delivery.